

Capacity Development Needs Assessment and Strategy Intervention Design for the Livestock CRP ¹

Background

The Livestock CRP aims to provide research based solutions to smallholder farmers so that they experience more sustainable, resilient livelihoods and to have more productive small-scale enterprises which will help feed future generations. The Livestock CRP focuses on instituting systems that support inclusive sustainable intensification and addresses nutrition and poverty through increased market participation, production, input services and better targeting of innovations. The Livestock CRP focuses on a second challenge, to enhance the role of livestock in strengthening resilience, protecting livelihoods and improving nutrition.

The Livestock CRP involves projects working towards strategic goals across different levels of the value chain. We propose to look at CapDev across the CRP as a whole, W1/2 as well as W3/bilateral. For the latter we will need to work together with CRP management to prioritize. One such prioritization could be to look at proposals of at least 300k from W3/Bilateral in 2017 within the 5 flagships (see [appendix 1](#)); Animal genetics, Animal Health, environment, feeds and forages, and Livelihoods and Agri-food Systems.

The capacity needs assessment (CNA) aims to look at the gap between where capacities stand and where they need to be to scale competencies at the organizational, community and system level to deliver expected outputs and achieve outcomes and contribute towards broader development goals.

In this case 'capacity' is defined as the capabilities (knowledge, skills, experience, values, motivations, organizational processes, and linkages) that determine how well relevant stakeholders utilize resources, opportunities, and relationships.

Objective and scope

The CNA will identify capacity development needs at individual, organizational and systems levels in livestock chains in 5 flagships and the agreed projects (see list in [appendix 1](#)).

The assessment will seek to evaluate partners' roles in the capacity development processes of projects. The evaluation will serve to focus the roles and responsibilities of partners and other stakeholders in terms of planning actions to support the strategy's results

The CNA is a means to a relevant and evidence based strategy. A capacity development initiative that focuses solely on technical training for individuals is inadequate, so the strategy itself will look to inform how to incorporate capacity development at a broader level. Outputs of this analysis will be used to devise a strategic approach to capacity development across the CRP.

An overall CRP level CapDev strategy will provide the Livestock CRP a pathway, including the needed tools, to make the most of their capacity development activities. The strategy will aim to inform capacity development supports which best fit the context. It will emphasize making capacity

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development inputs deliver the most effective outputs possible for the goals defined in the impact pathways of the projects.

The pathway articulated in the Livestock CRP theory of change (see [Appendix 3](#)) describes the changes sought by different networks, organisations and stakeholders including:

- Changes in consumers, enterprises and markets.
- Changes in local, national and international research and development systems
- Changes in producer systems
- Changes in policy and investments systems for scaling

All of these incorporate elements of learning in some cases this might be technical knowledge on effectively using new technologies and tools and in other cases more lasting behavioural change which need deeper learning paths. These necessitate innovation in learning programs methods through the use of; blended learning, mobile learning, informal and social learning. These combine appropriate learning technologies to suit the different audiences; offline learning for field extension workers, SMS and IVR content delivery systems for livestock communities, online courses for agencies and organizations, and paper based and electronic job-aids to support informal learning.

The strategy will guide the development of these skills, knowledge and abilities and will provide guidelines and change processes on establishing well-organized processes and procedures at the organisational level.

Methodology of the capacity needs assessment

Level of assessment

Capacities can be grouped into three levels: individual, organizational and system; all of which are interdependent. The capacity development needs analysis will be conducted at the organizational level primarily. Although the focus is on the organizational level it is recognized that the interdependencies are important and for this the organizational and policy environment levels will also play major roles.

Tools and frameworks

There are a many frameworks that can be used for capacity needs assessment with some adaptation. The framework outline here, taken from FAO and UNDP, should be considered a guide and not an absolute. The framework looks at the “why, who and what” of the needs assessment. Figure 1 below provides an overview of the assessment process.

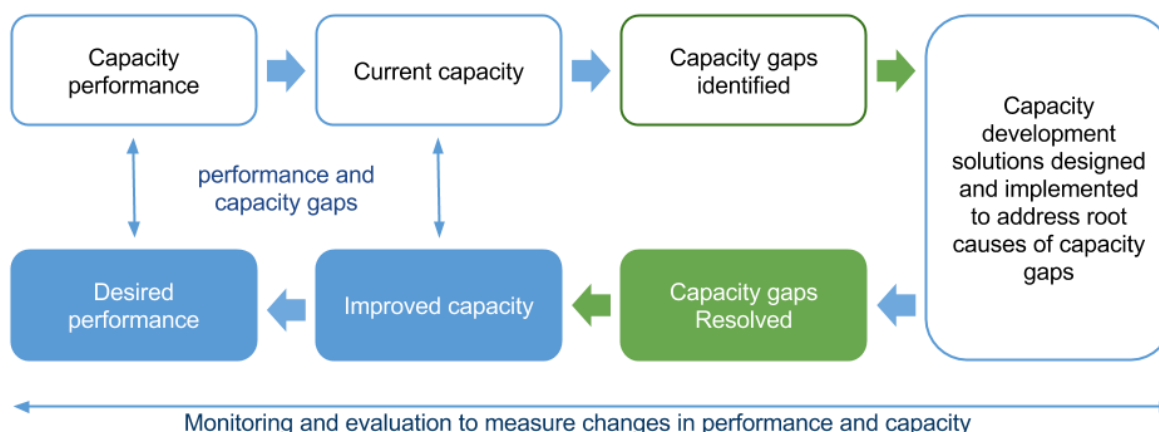


Figure 1

The point of entry corresponds to who the CNA will focus on, and the level of granularity. This continuum moves from the individual level up to the overarching system level, which investigates the enabling environment in which the interventions happen. What is being assessed in general can fall into a number of categories (see [appendix 2.](#)) Not all of these can and should be prioritized in a single assessment.

The CNA aims to look at **technical capacities** which can be categorized as technical skills, explicit knowledge as well as organizational skills such as capacities to function, abilities to mobilize resources, laws, and policies. Also, where feasible, **functional capacities** which can be thought of as less explicit capacities. These include: tacit knowledge, partnering capacity and implementation capacity.

Level of assessment	Technical	functional	actors
Individual learning: Promote individual learning	Technical training Communications and awareness	Coaching and facilitation Abilities in soft skills	Individuals and small groups
Organizational change: Promote organizational development and learning	Technical expert advice Technical support	Change management Changes of systems and processes, mandates, procedures and regulations Creation of networks	Government bodies, community based organizations, civil society
System level: Build political, socio-economic frameworks that enable CD	Expert services for policy development and review Technical support to national planning processes Technical consultations	Policy advisory services Agenda analysis and round table	Actors and groups of actors who participate in the negotiation of rules at all levels

(FAO Capacity Development: Learning module 2: FAO approaches to capacity development in programming. Processes and tools [2012], Rocchigiani, M. OEKC FAO, Rome (Italy). Office of Knowledge and Capacity Development)

An outline of the phases and stages of the capacity is shown below²:

² This process is taken from the IUCN [“Strengthening voices for better choices: a capacity needs assessment process”](#)

Phase	stage	comments
Review	Planning for the Assessment	These three stages of the assessment process are about reviewing the project intent, developments to date and building upon earlier project outcomes and findings. It is also about ensuring integration of the assessment process and outcomes with other key project strategies and processes.
	Situation Analysis	
	Action Planning	
Analyse	Capacity Assessment	These two stages are at the heart of the assessment process. The assessment will be built upon a participatory, transparent and informed review undertaken in the previous phase.
	Capacity strengthening interventions	
Document	Action plan	Ensuring adequate resourcing, timetabling and communication of the actions.
	Strategy	
Reflect	review and reflection	The reflection process should also be taking place throughout all stages.

The livestock CRP projects work is global with country teams all around the world, in the majority of cases remote data collection through online and mobile collection will be used together with 5 visits to strategic countries in agreement with the Livestock CRP management.

Deliverables

- An inception report including a work plan, detailed methodology, report format and timeline.
- Documented desk research and analysis of the flagship projects including baseline information on existing capacity indicators across the agreed projects.
- An agreed framework and toolkit for capacity development needs analysis within the identified projects.
- Facilitation of a validation workshop, to be conducted
- Gap analysis identified by looking at analysis of existing competencies and what competencies will be needed at different levels of projects in the different countries.
- A consolidated report which includes findings of the capacity needs assessment, which will provide inputs into the CapDev component of each flagship and country strategy (See [Appendix 2](#)).
- A detailed CapDev strategy for the Livestock CRP, as well as a flagship level strategic capacity development plans based on the analysis

Timeline

A tentative timeline is provided below, subject to discussions with the livestock flagship teams

	May	June	July	August	September	October	November	December
Review of documents and projects								
Identify frameworks and tools for analysis and adapt/ develop any tools								
Prepare activity plan for data collection								
Conducting CNA - (Flagship 1)								
Conducting CNA - (Flagship 2)								
Conducting CNA - (Flagship 3)								
Conducting CNA - (Flagship 4)								
Conducting CNA - (Flagship 5)								
Develop a capacity development strategy for the Livestock CRP based on the capacity needs assessments								

Cost

A budget breakdown is provided below. The work will involve multiple individuals with different daily rates, led by an instructional design specialist. Given current staffing levels, parts of this work may be carried out by consultants. An average daily rate of \$580 has been used for the calculations.

Activity	Days	Cost	Comments
Review of documents and projects	20	\$11,600	
Identify frameworks and tools for analysis and adapt/ develop any tools needed and create one tool that can be used	15	\$8,700	
Prepare activity plan for data collection	20	\$11,600	(4 days per country)
Conducting capacity development needs analysis	25	\$14,500	(not consecutive)
Develop a strategic capacity development plan based on the analysis	35	\$20,300	(7 days per country)
Travel costs @ \$3k per country	5	\$15,000	
CapDev inputs to better M&E and attention to research quality and partnership management	10	\$5,800	
Sub-total	100	\$87,500	'net' amount needed for assignment – excluding overheads if applicable
Overhead @ 15% (if applicable)		\$13,125	
Total		\$100,625	

Appendix 1

Partner	FLAGSHIP	Project Name	PI	Admin Contact	Countries	Total Budget	2017
ILRI	An. Genetics	Platform for African Dairy Genetic Gains (ADGG)	Mwai Okeyo	Terry Amaya/ Ngangi/Anyon a	Ethiopia and Tanzania	9,130,404	2,874,943
ILRI	An. Genetics	African Poultry Genetic Gains (APGG)	Tabelle Dessie	Ayda Tegenu/ Jasmin Bruno	Ethiopia, Tanzania, Nigeria	10,999,995	2,136,080
ILRI	An. Genetics	Center for Tropical Livestock Health and Genetics	Steve Kemp	Ngangi/Anyon a	Global	5,760,000	1,068,795
ILRI	An. Health	Improved vaccines for the control of East coast fever in cattle in Africa	Vish Nene	David Njenga Kiereini	AFR	11,999,826	1,282,758
ILRI	An. Health	African Biosciences Challenge Fellows - Animal Health related	Dr Appolinaire Djikeng	Dr Leah Ndungu	Eastern & Central Africa	1,466,608	414,101
ILRI	An. Health	Scaling up the delivery of ITM in Tanzania through facilitation of ITM delivery value chain	Henry Kiara	Simon Turere	Tanzania	1,000,000	358,557
ILRI	Environment	Drylands Restoration	Jason Sircely	Assenath Kabugi	East Africa	1,241,908	565,540
ILRI	Environment	Accelerated Value Chains Development- Livestock Value Chain	Polly Ericksen	Assenath Kabugi	Kenya	7,666,667	1,198,683
ICA RDA	Feeds & Forages	Forage options for smallholder livestock in water– scarce environments of Afghanistan	Serkan Ates	Tareq Bremer	Afghanistan	2,708,295	412,550

CIAT	Feeds & Forages	Alianza Corpoica-CIAT Cooperacion para la investigación en ganadería	M. Peters	C. Martinez	Colombia	2,400,000	800,000
CIAT	Feeds & Forages	Research and Distribution of B. Humidicola and Tetraploid B. Ruziziensis x Various Accessions of B. Decumbens or B. Brizantha.	J.W.Miles	C. Martinez	Colombia	3,000,000	500,000
ILRI	Feeds & Forages	Putting Nitrogen Fixation to work Smallholder Farmers in Africa Phase II	Endalkachew	Wubalem Dejene	Ethiopia	2,392,231	583,195
ILRI	Feeds & Forages	Global Hunger and Food Security Reasearch Strategy:Climate Resilience,Nutrition, and Policy-Feed the future innovation Lab for Small-scale Irrigation	Michael Blummel	Wubalem Dejene	Ethiopia and Tanzania	799,194	330,294
ILRI	Feeds & Forages	Climate Smart Brachiaria grasses for improving livestock production in East Africa during 2012-2015	Dr Appolinaire Djikeng	Dr Leah Ndungu	Rwanda/Kenya /Uganda/Tanzania	5,857,674	383,307
CIAT	Feeds & Forages	Hands and Minds connected to boost Eco-efficiency on Smallholder Livestock-Crop Systems - Participatory approaches towards eco-efficient livestock-crop systems for smallholder farmers in Laos, Cambodia and Vietnam	A. Bolliger	C. Martinez	SE Asia	1,350,000	400,000
ILRI	Livelihoods AFS	Improved productivity through crop/Livestock intervention in Burundi and the Eastern Democratic Republic of the Congo	Boni Moyo	Wubalem Dejene (moving from LSE to ASSP)	Burundi and Eastern Democratic Republic of Congo	1,400,000	304,729
ILRI	Livelihoods AFS	Accelerated Value Chains Development- Livestock Value Chain	Polly Ericksen	Assenath Kabugi	Kenya	7,666,667	1,198,683
ILRI	Livelihoods AFS	Accelerating value chain development Dairy	James Rao		Kenya	4,583,333	1,175,303
ILRI	Livelihoods AFS	Feed the future initiatives -Mali Livestock Value Chain Development	Abdou Fall	Wubalem Dejene	Mali	6,500,000	1,500,001
ILRI	Livelihoods AFS	East Africa Dairy Development (EADD Phase II)	Immaculate Omondi	Simon Turere	Tanzania, Kenya	2,360,452	506,054

Appendix 2

We will focus on a number of capacity objectives that correspond to areas identified as ‘high’ CapDev priority in the Livestock CRP proposal. The primary focus of this work corresponds to CapDev element #1 “Capacity needs assessment and intervention strategy design”, but the work will also contribute to elements numbers 2, 3, 7, and 10.

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1.0.10 Capacity development

Capacity development role in impact pathway			
At CRP level, capacity development is identified as an enabler of the impact pathway, focusing on the ability of individuals and organizations to undertake research and use its results. This should result in accelerated progress towards IDOs and SLOs. At flagship level, analysis has been done, based on each flagship's ToC, to identify the key areas where capacity development will most be needed. This analysis has informed the strategic actions and budgets outlined below.			
Strategic capacity development actions		Please indicate any indicators that could be used to track progress and contribution to CapDev sub-IDOs	
Intensity of implementation of chosen elements (Please indicate High, Medium, Low)	Give an indication of <u>how</u> chosen elements will be implemented		
1. Capacity needs assessment and intervention strategy design	High	<p>All flagships will invest in detailed capacity needs assessments and intervention strategy design at the start of the CRP2 cycle, and when additional large projects come on board during the 2018-2022 period.</p> <ul style="list-style-type: none"> • (Adapted) needs assessment methodologies available in published form for each CRP. • Proportion of CRP flagships using capacity needs assessment methodologies. • Proportion of CapDev budget allocated to interventions consistent with capacity needs assessment recommendations (disaggregated by organization, CRP, flagship). 	
2. Design and delivery of innovative learning materials and approaches	High	<p>Numerous projects across all flagships will produce training materials using instructional design expertise and harnessing cutting-edge learning technologies.</p> <ul style="list-style-type: none"> • No. of partner organizations using materials and approaches. • No. of training or learning events where the materials and approaches are used. • No. of people trained (disaggregated by sex, job/role, location, literacy). • Cost-effectiveness of materials and approaches. • Proportion of training events/workshops where knowledge and skills of participants increase significantly. 	
3. Develop CRPs and centres'	Medium	<p>Some of the flagships (and especially the</p> <ul style="list-style-type: none"> • No. of assessments of suitability, capacity, and complementarity of potential partner 	

Capacity objectives³

- Needs assessment methodologies and tools to accommodate later projects in the 2018-2022 period
- Capacity to learn and apply lessons learnt to improve performance for effective service delivery through the development of training programs utilizing cutting edge learning technologies and instructional systems design rooted in evidence based practices.
- Capacity to learn, focus and strategize through employing meta-learning aimed at developing more self-directed learners and enable learners to better link knowledge and skills in new ways.
- Capacity to monitor and evaluate impact of capacity development;
- Capacity to innovate

³ Africa's Capacity Development Strategic Framework (<http://www.nepad.org/resource/africas-capacity-development-strategic-framework>)

Appendix 3

Figure 1.4a Livestock Agri-Food Systems CRP theory of change

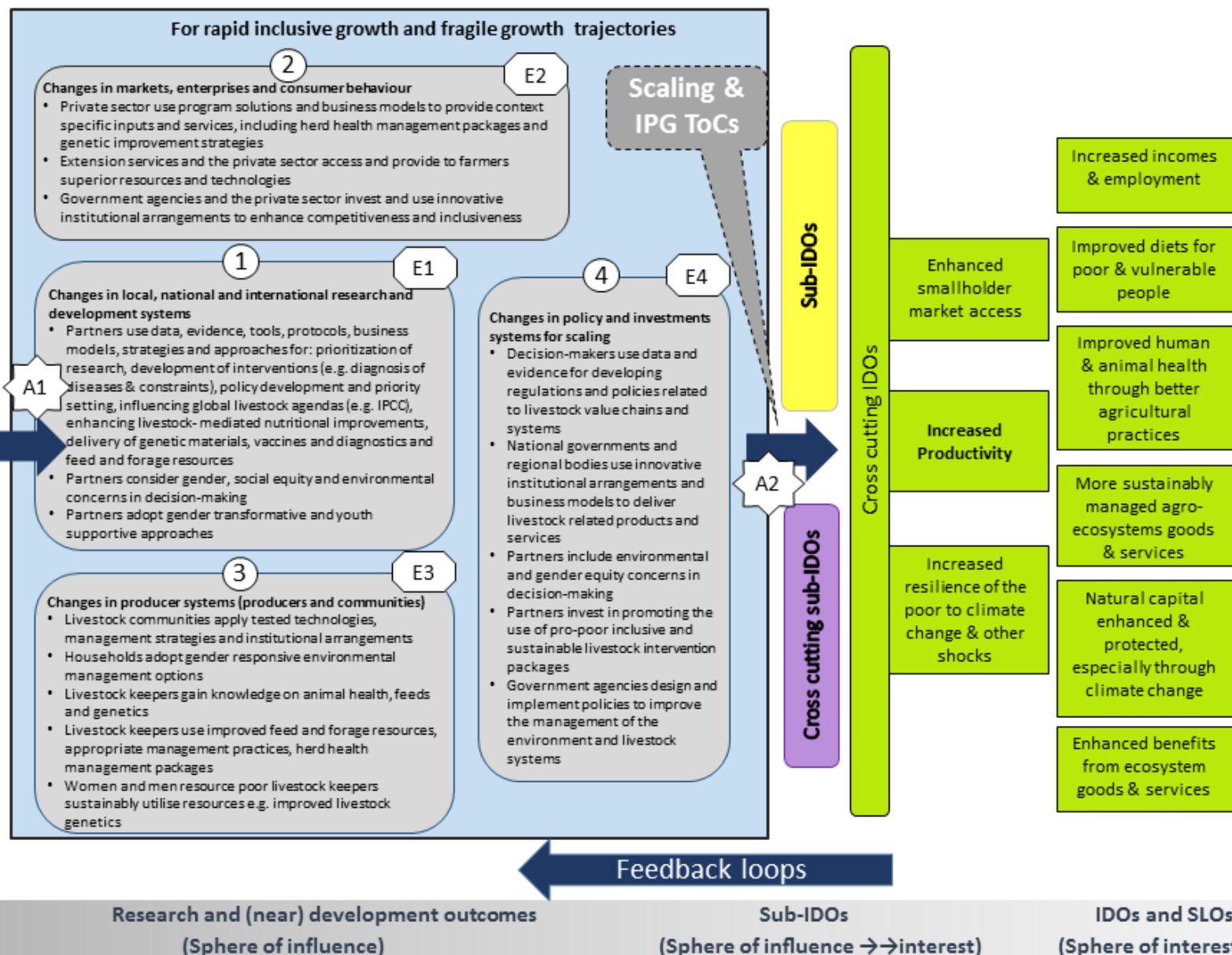


Figure 1.4b Livestock Agri-Food Systems CRP theory of change assumptions, enabling actions and change domains

A1 Assumptions	E1 Enabling Actions
<p>A1</p> <ol style="list-style-type: none"> 1) Research and development partners support partnership development 2) Delivery systems and regulations are efficient and support effective and efficient delivery of innovations to partners 3) Information platforms exist and support co-development of research outputs 4) Partners are committed to promoting innovations to end users 5) End users have adequate and robust safety nets to encourage change in behaviour 6) Strong and appropriate linkages between “next users” and “end users” exist 7) End users have sufficient access to productive resources 8) Supportive services (e.g. market structures) exist and are accessible to end users; 9) Research and development partners are able, supportive and willing to invest in appropriate innovations & institutional arrangements 10) Next users appropriately transfer innovations to end users 11) End users are willing to adopt tested innovations 	<p>E1</p> <ol style="list-style-type: none"> 1) Design and delivery of innovative learning materials and approaches 2) R4D actions informed by capacity needs assessments and intervention strategy design 3) Consideration of gender and youth issues in strategy assessments and setting 4) Consideration of needs and preferences of women and men livestock keepers in development technologies 5) Consideration of gender and youth issues on policy and institutional arrangements 6) Enhance research and development partners’ capacity to innovate 7) Conduct a range of strategic organizational development activities with partners 8) Develop CRPs and Centres’ partnering capacities 9) Consideration of environment issues in strategy assessments and development
<p>A2</p> <ol style="list-style-type: none"> 1) Smallholder livestock sector exhibits adequate benefits to attract private sector investment 2) Smallholders remain competitive in the livestock sector 3) Research and development partners are able, supportive and willing to invest in innovative scaling strategies 4) Innovations are socially and economically sustainable 5) End users appropriately apply innovations; 6) Innovations are transferable beyond program geographical coverage; 7) There is sufficient demand for livestock & livestock products 	<p>E2</p> <ol style="list-style-type: none"> 1) Consideration of gender and youth issues on policy and institutional arrangements 2) Design and delivery of innovative learning materials and approaches 3) Enhance development partners’ capacity to innovate 4) Develop CRPs and Centres’ partnering capacities
	<p>E3</p> <ol style="list-style-type: none"> 1) Consideration of gender and youth issues in strategy assessments and setting 2) Design and delivery of innovative learning materials and approaches 3) Enhance research and development partners’ capacity to innovate 4) Conduct a range of strategic organizational development activities with partners
	<p>E4</p> <ol style="list-style-type: none"> 1) Build the capacity of extension and animal health workers to use the tools, advice and train livestock producers 2) Design and delivery of innovative learning materials and approaches 3) Enhance development partners’ capacity to innovate
3 Domains of change	
<p>1</p> <p>Changes in local, national and international research and development systems</p>	<p>2</p> <p>Changes in markets, enterprises and consumer behavior</p>
<p>3</p> <p>Changes in producer systems (producers and communities)</p>	<p>4</p> <p>Changes in policy and investment systems for scaling</p>